

IMP/PLB-78/06

1 February 1978

MEMORANDUM FOR THE RECORD

FROM:

[redacted]
Chief, IMP/Plans Branch

SUBJECT:

Consolidation of Agency Micrographic
Facilities

REFERENCE:

C/P&PD Memorandum for A/DDA, 16 August
1977, Subject: Summary of Recommendations
for the Consolidation of Micrographics

1. [redacted] A meeting was held in the Office of Logistics,
Printing and Photographic Division (OL/P&PD) on 25 January
1978 from 1:30 to 3:30 in response to the EAG's appointment
of a study group to report on the merits of reference study
and to discuss the DO's thoughts on incorporating IP/MB into
a consolidated micrographic facility under the management
of P&PD. In attendance were [redacted] Chairman of the
EAG-appointed group; [redacted] C/ISAS/MPB; [redacted] and
[redacted] of P&PD [redacted] substituted for
[redacted] who was unable to attend); Mr. Donnelly, C/ISS;
and [redacted] of ISS.

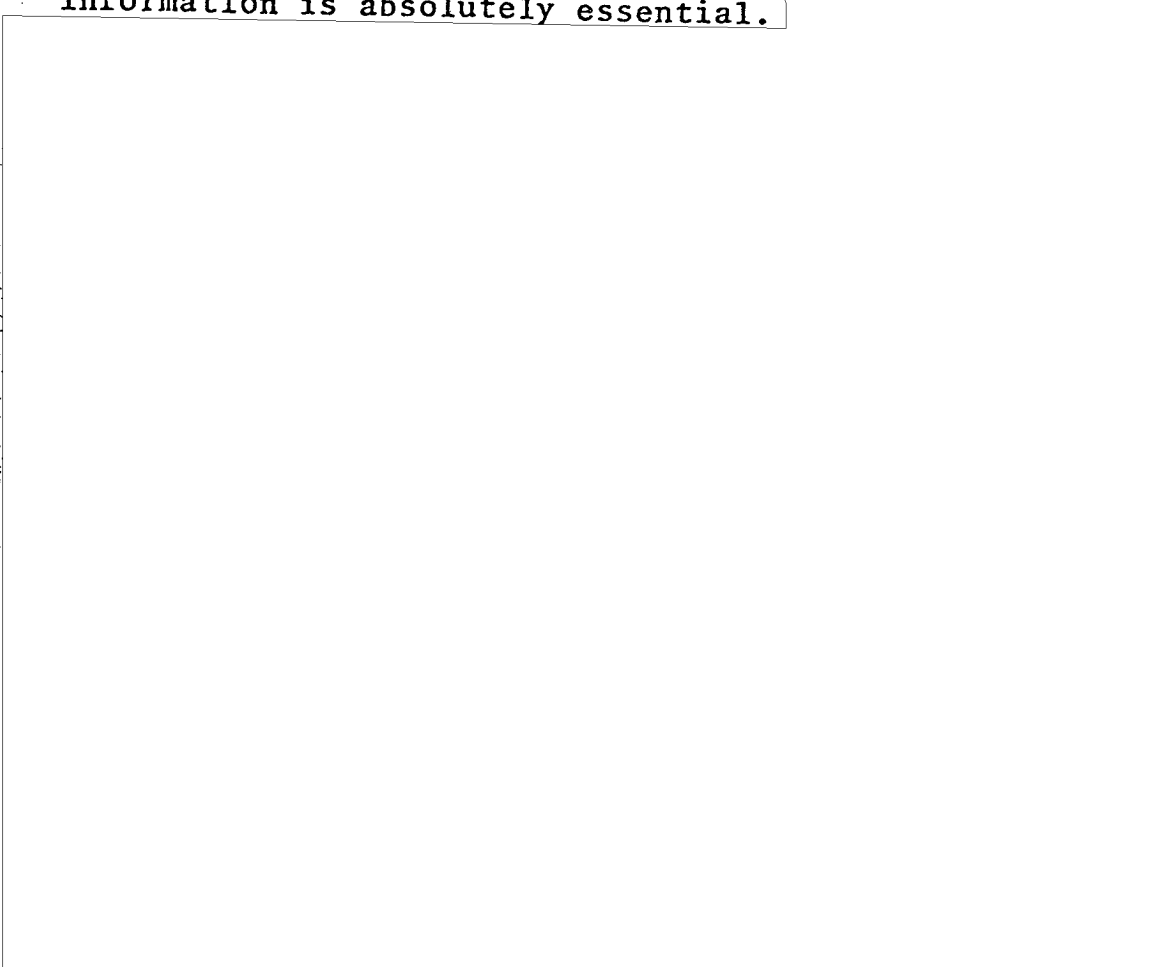
2. [redacted] opened the meeting by suggesting
that the DO participants evaluate the merits of reference
recommendations. Mr. Donnelly stated that before discussing
the substance of reference, he wanted to correct the
statistics attached thereto which obviously were out of
date and incorrect. Mr. Donnelly then gave out a paper
prepared by [redacted] which provided correct statistics on
the actual number of MB personnel and the MB salaries,
equipment and space. In addition, Mr. Donnelly noted that
the figure of 3.8 million shown on the front page of
reference as the total of all Agency micrographics equip-
ment gave a distorted picture and was misleading because
more than half, or 2 million, of the figure represented the
DO's equipment, and that most of the money noted for DO
equipment pertained to WALNUT hardware.

3. [redacted] Once P&PD and [redacted] corrected the statistics
in reference that applied to the DO, Mr. Donnelly said he

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wanted to voice the DO's objection to reference proposal as being out of pace with the development and philosophy of DO micrographics and records management. In support of this position, Mr. Donnelly made the following points:

a. Compartmentation of DO sources and methods information is absolutely essential.



d. The ISS micrographics philosophy is customer oriented. Our personnel staffing and micrographics program are geared to meeting the user's needs. P&PD, because of its role as a service bureau, must of necessity concentrate on production. We believe in order to meet the myriad of diversified micrographic-related problems within the DO that a customer-oriented unit is preferred.

e. The ISS micrographics program is a fundamental part of the staff's Career Development Program. Micrographics personnel have been integrated into the overall planning of ISS

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career paths. To be an Information Management Officer, it is important that one have experience with micrographics, correspondence control, tracing and analysis, ADP and, if possible, have served overseas. All of this is encompassed in the Career Development Program in ISS. Splitting micrographics away would tend to frustrate giving our Information Management Officers micrographics experience.

f. Perhaps ten years ago, before the DO had an aggressive micrographics program, the consolidation of facilities would have been a positive step. However, ISS has pioneered the use of micrographics with WALNUT and the first COM recorder. Today, we find the trend to be toward personalized service that can be better provided through local micrographics production. We support decentralization in the use of mini-computers, small film processing units and compact COM recorders with small processing units attached. These developments lend themselves to compartmentation and more customer-oriented support.

g. In a centralized facility, there are likely to be queueing problems when seeking micrographics support. We wish to avoid this.

4. [] elaborated on several of the aforementioned points made by C/ISS and added that ISS follows the philosophy of the "complete microphotographer." Accordingly, it is essential for the DO that a microphotographer be able to participate in, and view each part of, the micrographic process to see where he made errors so that he can correct them. The microphotographer must know how to use all types of cameras and be able to process the film, take resolution and density readings, etc. P&PD does not operate under the concept of having one person do the micrographic job from beginning to end.

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5. [] of P&PD recognized that compartmentation of DO information was a problem, but he felt it is one for the DO to resolve. He stated that equipment was not the primary savings envisaged in reference recommendation. Rather, there was also personnel and space to be saved. When asked if he could identify the specific personnel and equipment that could be saved in the DO, he said he did not have the necessary data to do so. He also said that in reference to quality, he felt the DO had a high quality product and was not suggesting P&PD could do better, but he did feel there was a need for a uniform product so that all Agency microform outputs were essentially of the same quality.

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6. [] discussed the Agency Records Management Program in relation to micrographics, MPB's function, and the fact that he believed the trend in micrographics was toward centralization. He believed, contrary to C/ISS, that ten or more years ago a consolidated facility was not possible but that today it is. He said his office has noted Agency-wide micrographic problems such as unnecessary duplication of microforms, poor procedures, lack of compliance with requirements for archival storage, and poor use of equipment. Consequently, he felt the best way to resolve those problems was to consolidate micrographics under one management. He was asked if there were other alternatives, and agreed that there were, but he considered consolidation the best approach.

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7. [] asked where the remainder of reference study was because it purported to be an "intensive study" but was, in fact, nothing more than an executive summary. Also, had the paper been coordinated with the DO when it was being prepared, the facts presented above by DO personnel could have been made available and perhaps resulted in a recommendation(s) other than a consolidated facility. P&PD said that "unfortunately" reference study was the only paper; that it was originally developed to goad management into approving a study; but that upper management had taken the paper and made it a DDA objective without further study or coordination and without considering alternatives. P&PD agreed reference was not a complete paper, but they felt the recommendations were reasonable. [] questioned how P&PD could continue the same personalized service for the DO in a centralized facility if they eliminate the two micrographic systems analysts and the maintenance technician who maintains the DO microform readers and reader-printers. Mr. [] continued by saying that unlike the P&PD service bureau approach to micrographics, the DO's micrographic activities are an integral part of the records management activities and constitute a primary category in the ISS Career Development Plan (CDP) of records management. Everyone at the meeting was shown the CDP Career Path Structure and the 20 pages of the Career Development Descriptions to support the fact that micrographics is an integral part of the ISS career development and enhancement program. All were told that an assignment in MB can and does provide career paths into ADP, records management, records processing, RMO and registry positions. To remove the micrographic function from the DO would seriously impact on the CDP and on the effectiveness of ISS to plan for and manage the records function of ISS.

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8. [redacted] agreed that reference was, indeed, a poor paper and that the DO had a very legitimate concern for compartmentation of information, but he indicated that P&PD deals with all levels of material, classifications and codewords, and he felt that P&PD facilities were secure enough to handle the DO's material. Chief, ISS said that he was not challenging the security standards of P&PD and presumed that they were excellent; however, this did not mean one should place all sensitive material in one shop. A production facility such as that recommended in reference is a prime target for an opposition service penetration. It is no place to have a bad apple. Chief, ISS said he was a product of his background and that he knew of a case of ours in the past where we had a penetration of a production facility and as a result received copies of documents produced in the facility because the agent produced an extra one. Chief, ISS said that compartmentation has to do with "need to know" and that if there were no need to have sources and methods documents in P&PD, then why have them there. [redacted] agreed that the DO must make the final decision on compartmentation of its information but that he felt this could be the only justifiable reason for the DO not being a part of a P&PD-managed consolidated facility. He remarked as an aside, however, that P&PD had more than it could do right now and was not looking for more work.

10. [redacted] At the close of the meeting, the ISS representatives advised [redacted] that if he were aware of any areas in which the DO was not following proper micrographic procedures or regulations (referred to in paragraph 6 above), he was to call us immediately, and we would resolve those problems.

11. [redacted] P&PD felt the session was worthwhile, informative, and far more productive in terms of an exchange

of information than the other meetings held so far with
Agency micrographic facilities on reference.

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